

37 C 4 questionnaire English

1. Introduction

Welcome to the UNESCO questionnaire on the next Medium-Term Strategy for 2014-2021 (37 C/4)!

Kindly note that:

- (1) Each Member State is entitled to submit one reply only. Respondents are asked to identify themselves at the beginning of the questionnaire.
- (2) The online version of the questionnaire exists in all the six official languages of the Organization (Arabic, Chinese, English, French, Russian and Spanish).
- (3) You are invited to complete this questionnaire by 31 May 2012 at the latest, in order for its results to feed into the regional consultations scheduled to start in June 2012. Please be informed that responses received after 31 May cannot be taken into consideration.
- (4) Should you not be able to respond online for technical reasons, you may transmit your responses and comments using paper copies of the questionnaire to the Secretariat (Mr Hans d'Orville, Assistant Director-General for Strategic Planning, UNESCO, 7 Place de Fontenoy, 75352 Paris 07 SP, France; telephone (33) 1 45 68 19 19; fax (33) 1 45 68 55 21; email g.awamat@unesco.org).
- (5) The questionnaire contains both quantitative and qualitative questions. For quantitative questions, a maximum point number is allocated (100 points). If you exceed the maximum of points allocated, your reply will be invalidated.
- (6) Please note that once you have finished completing the online questionnaire your response will be registered and cannot be modified anymore. It is important, therefore, that all necessary internal consultations be conducted before completing the questionnaire.
- (7) Should you need to revise your submission before the deadline, you may request another chance to fill the questionnaire online by contacting Mr Hans d'Orville (h.dorville@unesco.org) with a copy to Ms Ghada Awamat (g.awamat@unesco.org). In this case, please note that your original submission will be deleted.
- (8) As requested by the Executive Board, the responses of the questionnaire will be summarized and shared, in a consolidated manner, at the various regional consultation meetings.
- (9) On the basis of the responses to the C/4 and C/5 questionnaires, as well as the provision of 36 C/Resolution 112, the Director-General shall submit her preliminary proposals for the Draft Medium-Term Strategy (37 C/4) and the Draft Programme and Budget (37 C/5), together with the report of the regional consultations, to the Executive Board at its 190th session (October 2012). The guidelines that are provided by the Executive Board at that session will serve as a framework for preparing the two documents, which will be examined by the General Conference at its 37th session in 2013.
- (10) In filling out the questionnaire, you may wish to refer to the evaluations carried out in 2009-2011, a list of which can be found at the end of the questionnaire, together with the corresponding web addresses.
- (11) Should you have technical questions concerning this questionnaire, please contact Ms Ghada Awamat at g.awamat@unesco.org (or at: +33-1-45-68-13-39).

2. Identification

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***1. Please identify the Member State, Associate Member, or NGO/IGO on behalf of whom you are submitting a reply.**

	Member States	Associate Members	NGO/IGO
Name	<input type="text"/>	<input type="text"/>	<input type="text"/>

In case of NGO/IGO, please specify the name of the organization here:

***2. Please enter your name and title below:**

3. Global context and challenges

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***3. Among the key global challenges facing the world, which ones should UNESCO aim to address during the 2014-2021 period?**

Please rate each item listed below.

	Top priority	High priority	Medium priority	Low priority	Not a priority
Promoting peace, intercultural dialogue, tolerance and mutual understanding	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Accelerating progress on the Internationally Agreed Development Goals, including the Millennium Development Goals (MDGs)	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Addressing inequalities, marginalization and exclusion	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Responding to global environmental changes	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Upholding human rights, including freedom of expression and freedom of the press, and promoting universally agreed norms and standards	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Achieving gender equality	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Responding to the needs of Africa	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Responding to conflict, post-conflict and post-disaster situations	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Preparing future knowledge societies and addressing key technological development challenges	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Addressing population dynamics	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Countering the spread of human diseases, including HIV/AIDS	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Other (optional - please specify below in the Comment box)	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

Comment:

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*4. What are the key factors which will determine UNESCO's success and relevance in the future?

Please rate each item listed below.

	Highest importance	Important	Moderately important	Low importance	Not important
Its upholding of UN values and universal norms.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Its global leadership in areas of recognized competence.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
The effective use of its convening power and the exercise of its role as an independent broker.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Its focus on long-term, transformational results (capacity development, policy development, normative change) and development impact.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Its standard-setting role in all areas of recognized competence	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Its ability to respond to a diversity of country needs and contexts (e.g. LDCs-MICs-SIDS-PCPD countries).	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Its ability to launch innovative global initiatives.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Its ability to broker strategic partnerships (including private sector and civil society).	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Its ability to mobilize extrabudgetary resources complementary to regular programme priorities and resources.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Its ability to advocate effectively for UNESCO's policy objectives and key programmes	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Other (optional - please specify below in the Comment box)	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

Comment:

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***5. What are the areas where UNESCO has a comparative advantage and has - or should claim - a leadership role in the multilateral system for the 2014-2021 period?**

Please rate each of the areas below, distributing a total of 100 points amongst the items to indicate their relative priority. Allocate between 0 and 100 points to each item in multiples of 5 (0, 5, 10, 15, ..., 100).

	Number of points
1. Culture of peace and intercultural dialogue	<input type="text"/>
2. International leadership and coordination in education	<input type="text"/>
3. Education for sustainable development	<input type="text"/>
4. Science, technology and innovation	<input type="text"/>
5. Oceans	<input type="text"/>
6. Sustainable management of freshwater	<input type="text"/>
7. Freedom of the media and freedom of expression, including in the new media	<input type="text"/>
8. Bioethics and ethics of science and technology	<input type="text"/>
9. Tangible and intangible cultural heritage	<input type="text"/>
10. Culture and development	<input type="text"/>
11. Building inclusive knowledge societies	<input type="text"/>
12. Statistics in UNESCO's fields of competence	<input type="text"/>
13. Other (optional - please specify below in the Comment box)	<input type="text"/>

Comment:

4. Mission statement

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6. The independent external evaluation concluded that “UNESCO’s mandate has been progressively reinterpreted over the years to match contemporary understandings and global needs.” However, it also noted that “UNESCO’s mandate is “permissive”: relevance claims can be made for almost any global problem or crisis. Greater focusing of efforts, based on factors other than relevance, is therefore needed to avoid incoherence given current underfunding.”

In light of the above, would you like to make a concrete proposal for the formulation of a new mission statement for 2014-2021? (optional)

5. Role and functions

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***7. UNESCO's Medium-Term Strategy for 2008-2013 defines five functions for UNESCO: laboratory of ideas; standard setter; clearing house; capacity builder in Member States in UNESCO's fields of competence; catalyst for international cooperation. In addition, UNESCO has already been performing the following roles throughout the past Medium-Term period: provider of policy advice and catalyst for policy dialogue; provider of benchmarking and monitoring services.**

In your view, which of these functions and roles are most relevant for the period 2014-2021?

Distribute 100 points amongst the items to indicate their relative relevance. Allocate between 0 and 100 points to each item in multiples of 5 (0, 5, 10, 15, ..., 100).

	Number of points
1. Laboratory of ideas	<input type="text"/>
2. Standard setter	<input type="text"/>
3. Clearing house	<input type="text"/>
4. Capacity development, in particular institutional capacity-development	<input type="text"/>
5. Catalyst for international cooperation	<input type="text"/>
6. Provider of policy advice and catalyst for policy dialogue	<input type="text"/>
7. Provider of benchmarking and monitoring services	<input type="text"/>
8. Other (optional - please specify below in the Comment box)	<input type="text"/>

Comment:

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***8. The General Conference requested “to take into consideration the need for a better reflected differentiation and focus of UNESCO’s role and functions at the global, regional and national levels”. In your view, what are UNESCO’s main functions at these different levels?**

Please rate each item listed below using the scale shown.

	At the global level	At the regional level	At the country level
Laboratory of ideas	<input type="text"/>	<input type="text"/>	<input type="text"/>
Standard setter	<input type="text"/>	<input type="text"/>	<input type="text"/>
Clearing house	<input type="text"/>	<input type="text"/>	<input type="text"/>
Capacity builder in Member States in UNESCO's fields of competence	<input type="text"/>	<input type="text"/>	<input type="text"/>
Catalyst for international cooperation	<input type="text"/>	<input type="text"/>	<input type="text"/>
Provider of policy advice and catalyst for policy dialogue	<input type="text"/>	<input type="text"/>	<input type="text"/>
Provider of benchmarking and monitoring services	<input type="text"/>	<input type="text"/>	<input type="text"/>
Other (optional - please specify below in the Comment box)	<input type="text"/>	<input type="text"/>	<input type="text"/>

Comment:

6. Global priorities

***9. In your view, has the designation of global priorities contributed to increasing the relevance of UNESCO and to enhancing UNESCO's programme delivery?**

- Yes
- No

Comment:

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***10. Should UNESCO maintain the practice of designating global priorities in its Medium-Term Strategy for 2014-2021?**

- Yes
 No

Comment:

***11. If you responded "yes" to the question above, should UNESCO continue with the same two global priorities during the period 2014-2021 (Africa; Gender Equality)?**

- Yes
 No

Comment:

***12. Which other area/s would you suggest as global priority?**

13. Should UNESCO continue to identify priority groups (youth, Least Developed Countries, Small Island Developing States, disadvantaged and excluded groups as well as the most vulnerable segments of society, including indigenous peoples) and areas for its overall programme?

- Yes
 No

If yes, what would be your suggestion:

7. Overarching objectives

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*** 14. The 2008-2013 Medium-Term Strategy (34 C/4) contained five overarching objectives, cast in an intersectoral manner:**

- **attaining quality education for all and lifelong learning;**
- **mobilizing science, knowledge and policy for sustainable development;**
- **addressing emerging social and ethical challenges;**
- **fostering cultural diversity, intercultural dialogue and a culture of peace;**
- **building inclusive knowledge societies through information and communication.**

By resolution 36 C/1, UNESCO's General Conference requested to "carefully consider the possibility of reducing the number of overarching objectives with a view to sharpening the strategic focus and enhancing intersectorality".

In light of this request, please propose 3-4 intersectoral overarching objectives for the next Medium-Term Strategy.

8. Delivering on UNESCO's programme

*** 15. UNESCO relies on a variety of delivery mechanisms – including Category 1 Institutes and Centres, International/intergovernmental programmes, Category 2 institutes and Centres, UNESCO Chairs, networks, etc. Which of them, in your view, will be relevant implementation modalities during the 2014-2021 period?**

Please rate each item listed below using the scale shown.

	Very relevant	Relevant	Moderately relevant	Of little relevance	Not relevant
Category 1 Institutes	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Category 2 institutes and Centres	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
International/intergovernmental programmes	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
UNESCO Chairs (UNITWIN)	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
ASPnet schools	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Other (optional - please specify below in the Comment box)	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

Comment:

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9. Management and organizational design

***16. What are the key challenges to UNESCO's operational effectiveness which should find a response during the 2014-2021 period?**

Please rate each item listed below using the scale shown.

	Extreme challenge	A challenge	Moderate challenge	Minimal challenge	Not a challenge
Securing adequate level of regular programme resources	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Mobilising sufficient complementary extrabudgetary resources	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Adapting human resources policies and strategies	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Enhancing the effectiveness of UNESCO's field presence	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Unclear delineation of responsibilities between Headquarters and the Field	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Other (optional - please specify below in the Comment box)	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

Comment:

10. Field presence and working with the United Nations system

***17. As a member of the UN Development Group (UNDG), UNESCO is committed to being present in some 40% of UN programme countries. In the period 2014-2021, how can UNESCO improve delivery at regional and country levels through its Field network?**

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*18. With whom should UNESCO develop new partnerships in the 2014-2021 as a priority?

Please rate each item listed below using the scale shown.

	Highest importance	Important	Moderately important	Low importance	Not important
1. UN system and other intergovernmental organisations	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
2. International finance institutions, including regional development banks	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
3. National organisations and entities	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
4. Private sector entities	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
5. Global, regional and national non-governmental organisations	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
6. Civil society organisations	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
7. Local and municipal authorities, and local communities	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
8. Academic institutions	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
9. Media entities	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
10. Eminent personalities/goodwill ambassadors	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
11. Other (optional - please specify below in the Comment box)	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

Comment:

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*19. National Commissions for UNESCO exist in all Member States and in some Associate Members.

Please rate the options below for enhancing cooperation between UNESCO and National Commissions using the scale shown.

	Highest importance	Important	Moderately important	Low importance	Not important
1. Enhanced capacity development of National Commissions	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
2. Enhanced consultations with UNESCO Secretariat on programme priorities at country level	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
3. Joint work on visibility of UNESCO at the country level	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
4. South-South and North-South-South cooperation between National Commissions	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
5. A higher resource allocation from the national government to the National Commissions	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
6. Greater involvement of National Commissions in UNESCO decision-making processes	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
7. Other (optional - please specify below in the Comment box)	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

Comment:

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***20. What are the main advantages for UNESCO in developing partnerships with the UN system and with other organizations?**

Please rate each item listed below using the scale shown.

	Highest importance	Important	Moderately important	Low importance	Not important
Mobilizing additional financial resources	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Accessing specialized skills, knowledge and innovation	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Receiving technical advice and assistance	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Joint advocacy	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Joint project implementation	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Synergies with other stakeholders in UNESCO's fields	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Increase in outreach and visibility	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

Comment:

11. Cooperation and partnerships with NGOs

***21. In what thematic areas could the cooperation of UNESCO with NGOs be strengthened so as to contribute to the Organization's mission, objectives and priorities?**

***22. How could NGOs be more closely associated with UNESCO's activities and programmes at global, regional and country levels?**

Member States and NGOs are invited to fill in the respective boxes.

a) Views of Member States

b) Views of NGOs

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***23. How could NGOs help improve the participation of civil society in UNESCO's programmes, the communication of UNESCO's objectives and programme priorities to the public at large at different levels?**

Member States and NGOs are invited to fill in the respective box.

a) Views of Member States

b) Views of NGOs

12. Cooperation and partnerships with UN system organizations and IGOs

***24. To be answered only by international/intergovernmental organizations.**

How could UNESCO enhance its coordinating role in area(s) you are also active in?

Please list these areas and complete the table below.

<input type="text"/>	<input type="text"/>
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***25. To be answered only by international/intergovernmental organizations.**

How could UNESCO in its new eight-year Medium-Term Strategy enhance its partnership with your organization, bringing about synergies, improved results attainment and country level implementation?

<input type="text"/>	<input type="text"/>
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13. Cooperation and partnerships with the private sector

***26. In what areas could the cooperation of UNESCO with the private sector be strengthened so as to contribute to the Organization's mission, objectives and priorities?**

Area/s:

Comment:

14. Additional comments

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27. Do you have any additional comment concerning the next Medium-Term Strategy for 2014-2021? (optional)

15. Annex

While filling this questionnaire, you may wish to refer to the findings of the evaluations carried out In 2009-2011 concerning several programme areas. These are available online at the following addresses:

- Independent External Evaluation of UNESCO <http://unesdoc.unesco.org/images/0018/001895/189534E.pdf>
- Synthesis of Strategic Programme Objective Evaluations (185 EX/6)
<http://unesdoc.unesco.org/images/0018/001886/188659e.pdf#page=99>
- Biennial evaluation report on the activities and results of UNESCO decentralized bodies (185 EX/6)
<http://unesdoc.unesco.org/images/0018/001886/188659e.pdf#page=118>
- Evaluation of UNESCO Prizes
http://www.unesco.org/new/fileadmin/MULTIMEDIA/HQ/IOS/temp/ONLINE%20DRAFT%20final%20report%20-%20Evaluation%20of%20UNESCO%20Prizes_05.pdf
- Review of Cooperation of UNESCO's Secretariat with National Commissions for UNESCO
Full document : <http://unesdoc.unesco.org/images/0021/002151/215104e.pdf>
- Review of UNESCO Culture Sector's work on intercultural dialogue with a specific focus on:
 - The General and Regional Histories
 - The Slave Route and Cultural Routes projects
 - Plan Arabia
 - Alliance of Civilizations 'International vademecum' projects<http://unesdoc.unesco.org/images/0021/002151/215110E.pdf>
- Evaluation of the Abdus Salam International Centre for Theoretical Physics
<http://unesdoc.unesco.org/images/0021/002118/211877E.pdf>
- External Evaluation of UNESCO's Strategic Programme Objectives 9 "Strengthening the contribution of culture to sustainable development" and 10: "Demonstrating the importance of exchange and dialogue among cultures to social cohesion and reconciliation in order to develop a culture of peace"
<http://unesdoc.unesco.org/images/0019/001918/191822E.pdf>
- Evaluation of Strategic Programme Objective 7: "Enhancing research-policy linkages on social transformations"
<http://unesdoc.unesco.org/images/0018/001896/189688E.pdf>
- Evaluation of UNESCO's contribution to Strategic Programme Objectives 12: "Enhancing universal access to information and knowledge" and 13 "Fostering pluralistic free and independent media and infostructures"
<http://unesdoc.unesco.org/images/0018/001894/189401e.pdf>
- Evaluation of UNESCO's Strategic Programme Objective 5: "Contributing to disaster preparedness and mitigation"
<http://unesdoc.unesco.org/images/0018/001883/188350e.pdf>
- Evaluation of Strategic Programme Objective 11: "Sustainably protecting and enhancing cultural heritage"
<http://unesdoc.unesco.org/images/0018/001875/187504E.pdf>
- Evaluation of UNESCO's Strategic Programme Objective 4: "Fostering Policies and Capacity-Building in Science, Technology and Innovation"
<http://unesdoc.unesco.org/images/0018/001874/187492E.pdf>

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- Evaluation of Strategic Programme Objective 6: "Promoting principles, practices and ethical norms relevant to scientific and technological development"
<http://unesdoc.unesco.org/images/0018/001871/187163E.pdf>
- Evaluation of Strategic Programme Objectives 1 and 2
<http://unesdoc.unesco.org/images/0018/001839/183980E.pdf>
- Evaluation of Strategic Programme Objectives 3: "Leveraging scientific knowledge for the benefit of the environment and the management of natural resources"
<http://unesdoc.unesco.org/images/0018/001832/183255e.pdf>
- Evaluation of UNESCO Strategic Programme Objective 14: "Support through UNESCO's domains to countries in post-conflict situations and post-disaster situations"
<http://unesdoc.unesco.org/images/0016/001611/161185e.pdf>
- Audit of the Management Framework for the UNESCO Chairs Programme
<http://unesdoc.unesco.org/images/0021/002153/215328E.pdf>
- Review of the Management Framework for UNESCO Category 2 Institutes/Centres
<http://unesdoc.unesco.org/images/0021/002149/214958E.pdf>